



CHEMONICS INTERNATIONAL INC.

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BDS Conference Event Coordinator
Final
May 23, 2005

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Executive Summary

The Business Development Services Conference 2005 was held from April 27 to 28, 2005 at the Kempinski Hotel, Amman-Jordan. The conference was funded by USAID, organized by AMIR Program and the newly established Business Development Service Centre (BDSC). AMIR handled logistics requirements and event management and the Business Development Services Center handled BDS Conference Exhibition.

The Minister of Industry and Trade patronized the Conference, delegated the Chief Executive Officer of the Jordanian Authority for Investment and Enterprise Development, Yusuf Mansur to deliver a keynote address at the opening and closing ceremonies. Over 200 people attended the opening ceremony, and 78 practitioners from various private BDS providers and facilitators in Jordan participated in the two day conference.

The structure of the Conference enabled the participants to take a clear understanding of the BDS concept and the know how to apply the best practices in their industry.

The success of this conference rested in the hands of many people and their collaborative efforts.

Conference Summary

Conference Dates

The conference planning began in early 2005, which was sufficient to plan and organize the event.

Conference Agenda

The agenda was structured to present the BDS concepts, best practices and the BDS experience in Jordan during the first day, followed by 5 workshops of Jordanian-international knowledge sharing during the second day. (Appendix A)

Speakers:

Nine speakers delivered presentations during the first day, as follows: Katherine Mckee, Director, Office of Microenterprise Development, USAID, United States, Nayef Stetieh, CEO, Business Development Services Center, Kent Ford, Co-Founder and Managing Director, Global Development Solutions, LLC, United States, James Riordan, Director, Chemonics International, Inc. United States, Fiona Macaulay, President, Making Cents International, United States, Jamey Butcher, Senior Advisor, USAID Armenia Micro Enterprise Development Initiative, Armenia, James Brown, Business Development Specialist, Canada, Suhair Khatib, BDS Subcomponent Manager, AMIR Program, Jordan, Wejdan Abu Lail, Program Coordinator, WAEDAT Program, Jordan, Chris Johnson, Deputy Director, Royal Society for the Conservation of Nature, Director of Wild Jordan, Rasem Abdul Rahim on behalf of Rose Al Issi, CEO, AmCham-Jordan.

Five BDS experts facilitated the workshops during the second day as follows: Kent Ford, James Riordan, Fiona Macaulay, Jamey Butcher and James Brown.

Venue:

The hotel was chosen for its adequacy to the conference, as it contains 4 meeting rooms, a ball room and an area for the exhibition. The conference organizers met with the speakers a day prior to the conference for a walk-through in the conference area.

Conference and Opening Session Invitation

The invitation card for the opening ceremony as well as the workshops invitation letter and registration forms were sent out by Aramex.

Registration

Most of the participants registered via fax. Once people registered, the person managing registration sent a confirmation e-mail stating that the registration desk for materials-pick-up was open a day prior to the event with an attachment of the hotel location as it is a new hotel in Amman.

The majority of the participants registered before the event. There were only a few who registered the first day of the conference.

Conference Workplan

The Conference workplan was devised and maintained throughout the planning phase of the conference (Appendix B). This workplan was revised as tasks changed or were added.

The conference committee met weekly to discuss developments and outstanding items. The conference organizers also had telephone conference calls with Home Office.

Conference Materials and Translation

All conference material and presentations were provided in English. There was a simultaneous translation during the conference.

The Conference binder contained conference information (welcoming letter, agenda, briefings of The United States Agency for International Development (USAID), AMIR Program & Business Development Services Center (BDSC)), speakers' bios, presentations' overviews, list of exhibitors, presentations' materials and a study about BDS in Jordan.

Signage

The conference signage included stand-up banners and workshops signs.

BDS Exhibition

The BDS Exhibition was held at the same Hotel with 24 exhibitors, and lasted throughout the conference period.

Giveaways

The conference giveaways, a bag, note pad and a pen, were distributed with the binders a day prior to the conference.

Master of Ceremonies

Wajih Halawa was designated as the Master of Ceremonies (MC) for the conference. He introduced each speaker during the first day and the plenary session and the closing ceremony on the second day, in addition to managing the Q & A discussions.

Press/Media

The Communication Department devised and implemented a media plan for the conference. The event was covered in all of the major newspapers – Al Rai, Ad Dustour, Al Ghad, Al Deyar, Jordan Times, and The Star. A press bureau was set at the venue during the conference period.

Workshops:

During the second day, 5 workshops were held for Jordanian-international knowledge sharing at the end of which key findings and recommendations resulted and presented at the closing ceremony (Appendix C). A room manager was assigned for each workshop and all workshops were video-taped

Participants:

The list of invitees was structured to include all BDS practitioners and others related to this field in Jordan. 333 people were invited to the Opening ceremony and 263 were invited to participate in the conference.

Evaluation Forms:

Conference and workshops evaluation forms were filled by participants and attendees the results of which are shown in Appendix D.

Appendix A Conference Agenda

Wed. April 27

9:00-10:00 am

10:00 am

10:05-10:15 am

Coffee Break

Opening Ceremony

Welcoming Remarks

Anne Aarnes, Mission Director

USAID, Jordan

10:15-10:25 am

Keynote Speech

Dignitary

General Awareness and Importance of BDS

10:25 – 10:40 am

Context and Evolution of BDS

Katharine W. McKee, Director, Office of Microenterprise Development

USAID, United States

10:40-11:00 am

Establishing BDS Centers: Mission and Objectives of Jordan's BDSC

Nayef Z. Stetieh, CEO

Business Development Services Center (BDSC), Jordan

11:00 – 12:00 pm

BDS Providers Exhibition Opening

International Best Practices

12:00 – 12:20 pm

BDS: A Value Chain Analysis Perspective

Kent R. Ford, Co-Founder and Managing Director

Global Development Solutions, LLC, United States

12:20 – 12:50 pm

BDS: A Demand-driven Perspective

James T. Riordan, Director

Chemonics International, Inc., United States

12:50 – 1:10 pm

Q & A

1:10 – 2:00 pm

LUNCH

2:00 – 2:20 pm

BDS: A Capacity-building Perspective

Fiona M. Macaulay, President

Making Cents International, United States

2:20 – 2:40 pm

Setting Up and Operating a BDS centre

Jamey Butcher, Senior Advisor

USAID Armenia Micro Enterprise Development Initiative (MEDI), Armenia

2:40 – 3:00 pm

BDS Center Success in Egypt

James G. Brown, Business Development Specialist, Canada

3:00 – 3:20 pm

Q & A

3:20 – 3:40 pm

Coffee Break

Experience in Jordan

3:40 – 4:00 pm

WAEDAT Program Case Study

Suhair Khatib, BDS Subcomponent Manager

USAID-funded AMIR Program, Jordan

Wejdani N. Abu Lail, Program Coordinator

WAEDAT Program, Jordan

4:00 – 4:20 pm

Social and Economic Development Projects

Chris Johns

Deputy Director, Royal Society for the Conservation of Nature.

Director, Wild Jordan

4:20 – 4:40 pm

Expand Your Business

Rose Al-Issi Wazani, CEO

AmCham-Jordan / Jordan-American Business Association, Jordan

4:40 – 5:00 pm

Q & A

Second Day April 28***How Can Economic Development Projects Have Greater Impact on the Growth & Profitability of Jordanian Micro and Small Enterprises?***

9:00 – 9:15 am	Coffee Break
9:15 – 9:45 am	Opening Plenary Session
	<i>Jordanian-International Knowledge Sharing</i>
10:00-10:45 am	Working Sessions
➤ Session 1:	VALUE CHAIN ANALYSIS: Putting value chain analysis into practice. <i>Kent R. Ford</i>
➤ Session 2:	DEMAND: How do we know what clients want and how can we match this? <i>James T. Riordan</i>
➤ Session 3:	SUPPLY: How to offer BDS in a commercial way that will enhance quality, cost-effectiveness, and sustainability. <i>Fiona M. Macaulay</i>
➤ Session 4:	CONSTRAINTS: What are the policies, regulations and other constraints to BDS market development? <i>James G. Brown</i>
➤ Session 5:	MEASURING IMPACT: How do we assess the success of the BDS market intervention <i>Jamey Butcher</i>
Part II:	<i>Jordanian-International Knowledge Sharing</i>
10:45-11:30 am	<i>Working Sessions</i>
➤ Session 1:	VALUE CHAIN ANALYSIS: Putting value chain analysis into practice. <i>Kent R. Ford</i>
➤ Session 2:	DEMAND: How do we know what clients want and how can we match this? <i>James T. Riordan</i>
➤ Session 3:	SUPPLY: How to offer BDS in a commercial way that will enhance quality, cost-effectiveness, and sustainability. <i>Fiona M. Macaulay</i>
➤ Session 4:	CONSTRAINTS: What are the policies, regulations and other constraints to BDS market development? <i>James G. Brown</i>
➤ Session 5:	MEASURING IMPACT: How do we assess the success of the BDS market intervention? <i>Jamey Butcher</i>
11:30 – 11:45 am	<i>Coffee Break</i>
Part III:	<i>Jordanian-International Knowledge Sharing</i>
11:45-12:30 pm	<i>Working Sessions</i>
➤ Session 1:	VALUE CHAIN ANALYSIS: Putting value chain analysis into practice. <i>Kent R. Ford</i>
➤ Session 2:	DEMAND: How do we know what clients want and how can we match this? <i>James T. Riordan</i>
➤ Session 3:	SUPPLY: How to offer BDS in a commercial way that will enhance quality, cost-effectiveness, and sustainability. <i>Fiona M. Macaulay</i>
➤ Session 4:	CONSTRAINTS: What are the policies, regulations and other constraints to BDS market development? <i>James G. Brown</i>
➤ Session 5:	MEASURING IMPACT: How do we assess the success of the BDS market intervention? <i>Jamey Butcher</i>
12:30-1:15 pm	Reports from breakout working sessions Comments by international experts

1:15-2:15 pm

Closing Ceremony

One 5 minute presentation by a representative of each of the five groups

Remarks by HE Minister/Dignitary

Closing remarks by *Kate Mckee*

Appendix B

Conference Workplan

ID	Done	Items	Assigned to	Start	Deadline
		AGENDA			
1	Done	Determine Conference dates			
2	Done	Draft agenda-determine workshops			
3	Done	Agree on draft agenda			
4	Done	Finalize agenda			
		SPEAKERS			
5		<i>Master of Ceremony</i>	SHB		
6	Done	Identify Master of Ceremony	SHB		07-Apr
7	Done	Confirm MC's fee for the event	SHB		
8	Done	Confirm with MC	SHB		
9	Done	Liaise about introduction speech	Suhair/SHB		
10	Done	Write talking points for MC	Freelancer		
11	Done	Review talking point for MC			
12	Done	Send talking points to MC	SHB		
13	Done	Reconfirm with MC	SHB		
14	Done	Meet with MC for final review			
15	Done	Obtain speaker's equipment requirement			
16	Done	Send speaker's equipment requirements to AMIR training			
		<i>USAID Mission Director</i>			
17	Done	Confirm with speaker	Suhair/Maha		
18	Done	Liaise about speech content			
19	Done	Receive a copy of the speech	SHB		
20	Done	Obtain speaker's equipment requirement			
21		Send speaker's equipment requirements to AMIR training			
22		Reconfirm with Speakers			
23	Done	Receive copy of final speech	SHB		
24		Send copy to Tulin			

25		Give copy to press	SHB		
		<i>H.E. Minister of Trade and Industry</i>			
26	Done	Invite H.E. to patronize the event			
27		Confirm with speaker			
28		Liaise about subject content	Suhair		
29		Obtain speaker's equipment requirement			
30		Send speaker's equipment requirements to AMIR training			
31		Reconfirm with speaker			
32		Receive copy of final speech	SHB		
33		Send copy to Tulin	SHB		
34		Give copy to press	SHB		
		<i>Speakers and trainers</i>			
	Done	<i>Foreign speakers</i>	Head Office/ Suhair		
35	Done	Send request for Bios, presentations, profile, overviews	Suhair		
		<i>Local Speakers</i>			
36	Done	Invite speakers			
37	Done	Liaise about subjects contents			
38	Done	Confirm with speakers			
39	Pending	Receive copies of the Presentations	Dina		10-Apr
40	Pending	Obtain speakers equipment requirement	Dina		08-Apr
41		Send speakers equipment requirements to AMIR training			
		<i>Moderators/facilitators</i>			
42		Identify moderators			
43		Confirm with moderators			
44		Liaise with moderators about subject content			
45		Reconfirm with moderatos			
46		Obtain moderator' equipment requirement			
47		Send equipment requirements to AMIR training			
		<i>Speakers' Arrangements</i>			
48	Done	Arrange for country-entry clearance			
49	Done	Make travel arrangements			
50	Done	Make hotel arrangements			
51	Done	Make transportation arrangements			

		Speakers' briefing and Rehearsal	Sameera, Tulin, Suhair	26-Apr	
52		Room ready for testing and rehearsal	Tulin	26-Apr	
		Speakers' Preparation day	Sameera, Tulin, Suhair	26-Apr	
53	<i>Done</i>	reserve a briefing room	Tulin	20-Mar	
		RFP Development for Materials			
54	<i>Done</i>	Identify materials			
55	<i>Done</i>	Prepare RFP	SHB		
56	<i>Done</i>	Release RFP	SHB		
57	<i>Done</i>	Select winner	SHB		
58	<i>Done</i>	Notify winner	SHB		
59	<i>Done</i>	Draft contract	SHB		
60	<i>Done</i>	Prepare SOW for editor	SHB		
		INVITATIONS			
61	<i>Done</i>	Draft invitation text--English			
62	<i>Done</i>	Review invitation text	SHB		
63	<i>Done</i>	Finalize text	SHB		
64	<i>Done</i>	Get approvals	SHB		
65	<i>Done</i>	Prepare proposed layout and design	SHB		
66	<i>Done</i>	Review proposed layout and design	SHB	27-Mar	28-Mar
67	<i>Done</i>	Finalize layout and design	SHB	29-Mar	29-Mar
68	<i>Done</i>	Print hard copies of invitations	SHB	30-Mar	30-Mar
69	<i>Done</i>	Receive printed invitation cards	SHB	06-Apr	06-Apr
70	<i>Done</i>	Give invitation cards to Muna	SHB	06-Apr	06-Apr
		Registration Form			
71	<i>Done</i>	Draft form text--English	SHB		
72	<i>Done</i>	Review registration form text			
73	<i>Done</i>	Finalize text			
74	<i>Done</i>	Get approvals			
75	<i>Done</i>	Prepare proposed layout and design	SHB		
76	<i>Done</i>	Review proposed layout and design	SHB		
77	<i>Done</i>	Finalize layout and design	SHB		

78	Done	Print hard copies of registration form	SHB		
79	Done	Receive printed registration form	SHB		
80	Done	Give registration form to be in envelop with invitation cards	SHB		
		LIST OF INVITEES FOR THE OPENING			
81	Done	Compile list of invitees			
82	Done	Approve list		03-Mar	10-Mar
83	Done	Insert list into AMIR's system		06-Apr	
		LIST OF INVITEES FOR THE WORKSHOPS			
84	Done	Compile list of participants	TEAM	21-Feb	03-Mar
85	Done	Approve list	TEAM	03-Mar	10-Mar
86		Insert list into AMIR's system		06-Apr	
		Responding to Inquiries			
87		Inquiries about event logistics	Muna	20-Apr	
88		Inquiries about conference content	Muna	20-Apr	
		Confirmation/Registration List			
89		Confirming registration for conference and workshops			
90		Reply with confirmation e-mail			
		Follow-Up (If Necessary)			
91		Develop a list to call the proposed participants			
92		Contact by phone			
		VIPS			
		Identify VIPS			
93	Done	Compile list of VIPS			
94		Finalize and circulate list of VIPS			
95		Follow-Up with VIPS (confirmation)			
		MATERIAL DESIGN and CONTENT DEVELOPMENT			
		Conference Information			
96	Done	Finalize Agenda			05-Apr
97	Done	Edit Agenda	SHB		
98	Done	Finalize and approve edited version	SHB + DS		
99		"Important Information" Sheet- I.e., no mobile during opening ceremony, etc.			
		Conference concept paper			

100	Done	Brief editor	SHB + DS	24-Mar	24-Mar
101	Done	Receive draft of concept paper	SHB	30-Mar	30-Mar
102	Done	Approve and finalize	SHB + DS	31-Mar	31-Mar
103	Done	Send to agency for layout	SHB	03-Apr	03-Apr
104	Done	Approve layout	SHB	05-Apr	05-Apr
105		Send to print	SHB	06-Apr	06-Apr
106		Receive printed material	SHB	11-Apr	11-Apr
		<i>Speakers bios</i>			
107	Done	receive bios from speakers	SHB		28-Mar
108	Done	send for editing	SHB		28-Mar
109	Done	receive and review first draft	SHB	03-Apr	04-Apr
110	Done	send back to editor	SHB	05-Apr	05-Apr
111	Done	receive and approve final drafts	SHB	06-Apr	06-Apr
112	Done	send to agency for layout	SHB	07-Apr	07-Apr
113	Done	approve layout	SHB	11-Apr	11-Apr
114		send to print	SHB	12-Apr	12-Apr
115		receive printed material	SHB	19-Apr	19-Apr
		<i>Sessions overview - material development</i>			
116	Done	request overview from speakers	SHB		
117	Done	receive overview	SHB		05-Apr
118	Done	send for editing	SHB		08-Apr
119	Done	receive and review first draft	SHB	07-Apr	10-Apr
120	Done	send back to editor	SHB	11-Apr	11-Apr
121		receive and approve final drafts	SHB	13-Apr	13-Apr
122		send to agency for layout	SHB	14-Apr	14-Apr
123		approve layout	SHB	18-Apr	18-Apr
124		send to print	SHB	19-Apr	19-Apr
125		receive printed material	SHB	24-Apr	24-Apr
		<i>Speakers presentations</i>			
126	Done	Request presentations from speakers	SHB		
127	Pending	Receive presentations	SHB		10-Apr
128		Send presentations to printing			
129		Pick up from printers			

		<i>Evaluation forms</i>			
130	Done	Prepare draft evaluation form	Tulin		
131	Done	Review and approve	Sameera		
132	Done	Review final evaluation form	Team		18-Apr
	Done	Finalize evaluation form	Tulin		19-Apr
133	Done	Send to agency for layout	SHB		
134	Done	Send to printers	SHB		
135	Done	receive printed material	SHB		
		<i>Processing the final binders</i>			
136	done	Create draft design	SHB		
137	done	Approve draft design	SHB		
138	done	Finalize design	SHB	28-Mar	29-Mar
139	done	Approve final design	SHB		29-Mar
140	done	printing of binder	SHB		13-Apr
141	done	Receive binders	SHB		14-Apr
142	done	Insert all materials into binders	SHB		25-Apr
143	done	Deliver complete binders to hotel	SHB		27-Apr
		<i>Badges</i>			
144	done	Design badges	SHB	29-Mar	29-Mar
145	done	Approve final design of badges	SHB	31-Mar	31-Mar
146	done	Print badges from final confirmation list	SHB		14-Apr
147	done	Receive printed badges	SHB		
148	done	Insert badges in plastic sleeves	SHB		19-Apr
149	done	Bring badges to hotel	SHB		27-Apr
		<i>Bags</i>			
150	done	Prepare designs	SHB	30-Mar	30-Mar
151	done	Review and incorporate changes	SHB	31-Mar	31-Mar
152	done	Approve final designs	SHB	03-Apr	03-Apr
153	done	Send to printers		05-Apr	5 Apr
154		Receive from printers		20-Apr	20-Apr
		<i>Banners</i>			

155	<i>done</i>	Determine size and number of banners	SHB	29-Mar	29-Mar
156	<i>done</i>	Prepare content for banners	SHB	30-Mar	31-Mar
157	<i>done</i>	Layout design of banners	SHB	05-Apr	05-Apr
158	<i>done</i>	Review banner designs	SHB		06-Apr
159	<i>done</i>	Incorporate changes	SHB		07-Apr
160	<i>done</i>	Approve final design	SHB		10-Apr
161	<i>done</i>	Print banners	SHB		11-Apr
162		Receive printed banners	SHB		18-Apr
163		Hang Banners in hotel	SHB		27-Apr
		<i>Signage</i>			
164	<i>done</i>	Determine size and number of signage	SHB		29-Mar
165	<i>done</i>	Prepare content for signage	SHB		31-Mar
166	<i>done</i>	Layout design of signage	SHB		05-Apr
167	<i>done</i>	Review signage design	SHB		06-Apr
168	<i>done</i>	Incorporate changes	SHB		07-Apr
169	<i>done</i>	Approve final design	SHB		10-Apr
170	<i>done</i>	Print signs	SHB		11-Apr
171		Receive printed signs	SHB		18-Apr
172		Place signs in hotel	SHB		27-Apr
		<i>Note Pads</i>			
173	<i>done</i>	Prepare designs	SHB		30-Mar
174	<i>done</i>	Review and Incorporate changes	SHB		31-Mar
175	<i>Done</i>	Approve final designs	SHB		03-Apr
176		Send to printers	SHB		04-Apr
177		Receive from printers	SHB		11-Apr
		<i>Pens</i>			
178	<i>done</i>	Obtain various options	SHB		
179	<i>done</i>	Select best option	SHB		04-Apr
180	<i>done</i>	Determine design	SHB		06-Apr
181	<i>done</i>	Approve design	SHB		07-Apr
182	<i>done</i>	Send to printers	SHB		10-Apr
183		Receive pens	SHB		24-Apr

184	<i>done</i>	Receive BDS status paper from writer	Suhair		
185	<i>done</i>	Review BDS status paper	Suhair		
186		<i>Seating stickers</i>			
		VENUE PREPARATION and EVENT MANAGEMENT			
		<i>Venue Preparation</i>			
187	<i>Done</i>	Establish venue requirements	Tulin	21-Feb	03-Mar
188	<i>Done</i>	Compile list of hotels	Tulin	21-Feb	03-Mar
189	<i>Done</i>	Make tentative bookings	Tulin	21-Feb	03-Mar
190	<i>Done</i>	Obtain rates for coffee break, lunch, receptions and hotel rooms	Tulin		
191	<i>Done</i>	Obtain list of equipment available and rates	Tulin	03-Mar	03-Mar
192	<i>Done</i>	Decide on venue	Team		
193	<i>Done</i>	Obtain menus for breaks and lunch	Tulin		
194	<i>Done</i>	Reserve venue	Tulin		
195	<i>Done</i>	Reserve banqueting services	Tulin		
196	<i>Done</i>	Reconfirm venue and banqueting services	Tulin		
197	<i>Done</i>	Obtain contract from venue with conference requirements	Tulin		
198	<i>done</i>	Obtain final contract from venue with conference requirements	Tulin		17-Apr
199	<i>done</i>	Approval of final menus with prices	Sameera		18-Apr
200	<i>done</i>	Prepare purchase order for venue, coffee breaks, lunch, accomodations	Tulin		19-Apr
201	<i>done</i>	Approval of contract	Sameera		18-Apr
		<i>Souq Preparation</i>			
202		Determine No. of participation	BDS	21-Feb	03-Mar
203		Determine fees and conditions for participations	BDS	21-Feb	03-Mar
204		Draft a list of potential participants	BDS	03-Mar	
205		Obtain approval of the list	BDS		
206		Draft announcement to send to organizations	BDS		
207		Review announcement	BDS		
208		Obtain approval of the announcement	BDS		
209		Send announcements	BDS		
210		Design Layout	BDS		
211		Review Layout	BDS		

212		Finalize layout	BDS		
213		Submit Layout to hotel along with requirements	BDS		
214		Supervise the setup of the souq	BDS		
215		Prepare registration forms	BDS		
216		Prepare receipts	BDS		
217		Respond to inquiries	BDS		
218		Establish venue requirements	BDS		
219		Contact organizations to confirm date and time for setup	BDS		
		<i>Translators</i>			
220	Done	Determine translator needs for event	Tulin		
221	Done	Prepare short list of translators	Tulin		
222	Done	Get quotes from translators	Tulin		
223	Done	Prepare purchase order	Tulin		19-Apr
224	Done	Setup contract with translator	Tulin		17-Apr
225	Done	Approval of contract	Sameera		17-Apr
226	Done	Sign contract with translator	Sameera		17-Apr
227	Done	Submit all material to be used by speakers/panels to translator for review	Tulin		24-Apr
228	Done	Meet with translators to discuss any questions they have	Tulin		26-Apr
229	Done	Reconfirm with translators	Tulin		25-Apr
		<i>Support People for Conference</i>			
230	Done	Determine the number of people needed as support for conf. Rooms	Sameera & Tulin		21-Apr
231	Done	Obtain the number of people needed for support	Sameera & Tulin		21-Apr
232	Done	Liaise with volunteers and discuss in detail their role in the conf. Rooms	Sameera & Tulin		24-Apr
233	Done	Reconfirm with each volunteer-time and place	Tulin		25-Apr
234	Done	Xerox copies of the volunteer list to be used for reference at conf.	Tulin		26-Apr
235	Done	Bring copies to conference	Tulin		26-Apr
236	Done	Handout opening ceremony seating arrangements to volunteers	Tulin		26-Apr
		<i>Pre-event Preparation</i>			
237		Prepare setup for all meeting rooms	Tulin		26-Apr
238		Reconfirm registration layout is correct	Tulin		26-Apr
239		Ensure banners are hung and signage placed correctly	Tulin		26-Apr
		<i>Seating Arrangement for Opening Plenary</i>			
240	Done	Determine VIPs and people involved in opening ceremony	Suhair		24-Apr

241	Done	Determine seating arrangement	Sameera & Tulin		25-Apr
242	Done	Approval of seating arrangements	Suhair		24-Apr
243	Done	Xerox seating arrangements	Tulin		26-Apr
244	Done	Distribute seating arrangement charts to ushers/AMIR staff	Tulin		
	done	<i>Registration Desk</i>			
245		Set up registration desk with supplies (badges, folders, etc)	Tulin		26-Apr
246		Bring final registration list	Tulin		26-Apr
247		Register guests	Tulin		27-28 Apr
248		Distribute badges and folders	Tulin		27-28 Apr
249		Manage registration desk	Dima		27-28 Apr
	done	<i>Conference Office for AMIR Staff/Executive Committee</i>			
250		Determine needs and layout of conference office	Tulin		18-Apr
251		Agree on items for office	Tulin		18-Apr
		<i>Set-up conference office</i>			
252		Deliver equipment and materials	Tulin		26-Apr
253		Manage office throughout the conference	Tulin		26-28 Apr
		<i>Audio-Visual Equipment</i>			
254	Done	Determine equipment needed for conference	Tulin		
255	Done	Receive offers from AV companies	Tulin		
256	Done	Receive confirmation from AV companies	Tulin		
257		Setup contract with AV company-includes all items needed for conference	Tulin		18-Apr
258		Approval of contract	Sameera		18-Apr
259		Reconfirm (reminder) with company	Tulin		25-Apr
260		Deliver equipment	Tulin		26-Apr
261		Install equipment	Tulin		26-Apr
262		Test AV output thoroughly	Tulin		26-Apr
263		Retest AV equipment each morning	Tulin		26-28 Apr
264		Manage technicians running the equipment during the event	Tulin		26-28 Apr
		<i>Videotaping</i>			
265	Done	Determine videotaping needs	Tulin		
266	Done	Receive offers from photographers	Tulin		
267	Done	Receive confirmation from photographers	Tulin		
268		Setup contract with videotaping company	Tulin		18-Apr

269		Approval of contract	Sameera		18-Apr
270		Reconfirm with company	Tulin		25-Apr
271		Deliver equipment	Tulin		27-Apr
272		Install equipment	Tulin		27-Apr
273		Test videotaping equipment	Tulin		27-Apr
274		Manage technicians running the equipment during the event	Tulin		27-28 Ap
		<i>Lighting</i>			
275		Determine lighting needs	Tulin & Sameera		17-Apr
276		Setup contract with lighting company	Tulin		17-Apr
277		Approval of contract	Sameera		18-Apr
278		Reconfirm with company	Tulin		25-Apr
279		Deliver equipment	Tulin		26-Apr
280		Install equipment	Tulin		26-Apr
281		Test lighting equipment	Tulin		26-28 Ap
282		Manage technicians running the equipment during the event	Tulin		26-28 Ap
		<i>PUBLIC and MEDIA RELATIONS</i>			
283	<i>done</i>	Kick off meeting with Agency to determine deliverables and timeline	SHB	30-Mar	
		<i>Media Plan</i>			
284	<i>done</i>	Propose media plan			
285	<i>done</i>	Approve media plan			
286	<i>done</i>	Finalize schedule			
		<i>Messages</i>			
287	<i>done</i>	Draft key messages			
288	<i>done</i>	Review			
289	<i>done</i>	Incorporate changes			
290	<i>done</i>	Finalize key messages			
		<i>Press Bureau</i>			
291		Respond to requests for information from media			
292		Supply documentation to press			
293		Draft talking points for interviewees			
294		Set up interviews for press			
		<i>Pre-conference media roundtable and press release (Announcement press release)</i>			
295	<i>done</i>	Finalize agenda and timing for press release			

296	<i>done</i>	Respond to press inquiries			
297	<i>done</i>	Brief PR agency on press release			
298	<i>done</i>	Draft press release			
299	<i>done</i>	Review and approve			
300	<i>done</i>	Translate into Arabic			
301	<i>done</i>	Review and approve			
302	<i>done</i>	Hold media Roundtable and distribute release			
		<i>Confirmed speakers press release</i>			
303		Brief Agency			
304		Draft press release			
305		Review and approve			
306		Translate into Arabic			
307		Review and approve			
308		Distribute press release			
		<i>1st day press release</i>			
309		Draft press release			
310		Review and approve			
311		Translate into Arabic			
312		Review and approve			
313		Distribute release			
		<i>interview</i>			
314		Determine interviewee and newspaper			
350		Draft Q&As			
351		Review Q&As			
352		Approve Q&As			
353		Hold Interview			
354		Review Interview			
355		Publish interview			
		<i>Feature article</i>			
356		Determine topic			
357		Select Newspaper			
358		Draft Feature			
359		Review and Incorporate changes			
360		Approve Feature			

361		Publish Feature			
		<i>Second day & wrap up release</i>			
362		Draft press release			
363		Review and approve			
364		Translate into Arabic			
365		Review and approve			
366		Distribute release			
		<i>Press Kits</i>			
367		Design kit			
368		Review and Incorporate changes			
369		Approve			
370		Send to Print			
371		Receive printed material			
		POST CONFERENCE			
372	done	Follow-up with media after closing ceremony	SHB		
373	done	Collect workshop and conference evaluation forms	Tulin		28-Apr
374	done	Draft final report for conference			
375	done	Submit for review			
376	done	Submit final report to committee			
377	done	Analyze evaluation forms			02-May
378	done	Review the evaluation Analysis	Sameera		03-May
379		Send analysis to AMIR	Tulin		03-May

Appendix C

Key Findings and Recommendations

Session 1

Value Chain Analysis: Putting value chain analysis into practice

Key Findings

- VCA – creating opportunities for BSP
- Limited use of VCA
- Lack of Jordanian's expertise
- Lack of awareness / knowledge of value chain
- Lack of accurate reliable data
- Need demonstration project

Follow up by BDS Practitioners

- Transfer knowledge to Jordanian's expertise
- Awareness training and applications
- Create awareness of the benefits technique

Other Stakeholders' Roles

- Provide finance sources
- Provide access to relevant information - accumulate source
- Collaboration : Promote and implement among stakeholders

Session 2

Demand: How do we know what clients want and how can we match this?

Key Findings

- Sometimes, demand needs to be created because needs are not well articulated.
- General market surveys do not help identify specific needs.
- Demand for BDS gets generated by word-of-mouth and success stories.
- Personal trust is key to building successful relationships.

Follow up by BDS Practitioners

- Identify your clients.
- Understand your clients' needs.
- Capitalize on success stories.
- BDS practitioners need to make themselves accountable.
- Quality of services has to be guaranteed.
- Don't do what you're not good at!

Other Stakeholders' Roles

- The public sector needs to outsource what is genuinely commercial to the private sector.
- Regulations need to be enforced.

Session 3

Supply: How to offer BDS in a commercial way that will enhance quality, cost effectiveness and sustainability?

Key Findings

- Market is distorted
- SP's are "too supply driven":
 - Product driven- hoping to sell
 - Lack of demand or no demand.
 - Unwillingness to pay or incapability to pay
- SP's could benefit from better organization
 - Large numbers
 - Crowding in the market place – existence of subsidies

Follow up by BDS Practitioners

- Association Development
- Services to be demand driven
- Increase specialization

Other Stakeholders' Roles

- Government
 - Move from implementation to policy & planning
 - Donor co-ordination/ monitoring

Session 4

Constraints: What are the policies, regulations and other constraints to BDS market development?

Key Findings

- Uncertain quality of service leads to reduced demand
- BDS providers have to offer many services in order to survive – No focus or specialization
- The market is too small – Competition is High – no vehicle to help access regional market
- Should establish service quality standards, develop certification, promote standards among clients.
- No focus on client's needs, supply should produce tangible results.
- Who is the BDSP working for? Funding agency, facilitator, or SME?
- Clients' resistance to change
- Knowledge of how to use consultants – Consultant is as good as client
- No accountability – No independent body where complaints can be given
- Limited marketing channels for BDS providers

Follow up by BDS Practitioners

- Develop and foster quality standards
- Strengthening institutional framework of the industry
- Focus services on results and clients' needs

- Use best practices in providing service (practice what you preach)
- Ensure clear definition of deliverables – to manage clients' expectation

Other Stakeholders' Roles

- Donors need to be aware of potential distortion of the BDS market caused by their projects
- Donors/ facilitators to design and implement projects with BDS market in mind
- Associations have to take responsibility for certification and quality standards – Industry to regulate itself
- Accountability should include Donors and Facilitators

Session 5**Measuring impact: How do we assess
the success of the BDS market intervention****Key Findings**

- There is a need to measure impact;
- Various distinctions between measuring types of impact:
 - Client, donor, society, employees, sector
 - Micro vs. macro level
 - Facilitators vs. BDS providers
- Awareness between direct and indirect factors;
- Treating the impact assessment as a continuous process;

Follow up by BDS Practitioners

1. Define success indicators to meet BDS goals;
2. Define/design a system for assessment;
3. Establish a baseline of the current situation;
4. Conduct intervention with continuous monitoring;
5. Conduct impact assessment;
6. Analyze data for impact;
7. Adjust - repeat, re-plan, or replace.

Other Stakeholders' Roles

- Reliable market statistics (Department of Statistics, Chamber of Commerce);
- Benchmarks in Jordan (Jordan Institute of Standards and Metrology; associations; NGOs);
- Government holding donors more accountable for measuring impact;

Appendix D

Evaluation Forms Analysis

BDS Conference Evaluations, April 2005										
GENERAL EVALUATION										
	Time of notice given for the conference	Organization of conference	Content of conference	Presentation of content	Quality of the speakers	Overall organization/ administration of the conference	Print materials and handouts	Location / facilities	Exhibition	Overall impression
Overall Evaluation										
Poor	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
↑	9%	0%	3%	3%	3%	3%	0%	3%	6%	8%
	23%	14%	11%	22%	22%	5%	32%	11%	19%	3%
↓	31%	30%	36%	35%	36%	43%	41%	46%	44%	46%
Excellent	37%	57%	50%	41%	39%	49%	26%	41%	31%	43%
Total Evals	35	37	36	37	36	37	34	37	36	37
To what extent were your objectives met?	Objective 1	Objective 2	Objective 3	Objective 4						
Not met	0%	0%	0%	0%						
↑	3%	9%	15%	20%						
	27%	32%	15%	20%						
↓	43%	36%	46%	60%						
Met	27%	23%	23%	0%						
Total Responses	30	22	13	5						
Objectives:										
best practices (2) current state of BDS market customer satisfaction how to do VCA how to est. BDS										

how to match client needs know more about BDS (19) know more about VCA (4) knowledge share linkages with other BDS networking (9) policies and strategies production quality share experiences			
<div> <div>Time for networking</div> <div>Duration</div> <div>Organizational efficiency</div> </div>			
Level of satisfaction with logistics of the conference			
Poor	0%	0%	0%
↑	11%	3%	3%
	24%	24%	14%
↓	46%	59%	46%
Excellent	19%	14%	38%
Total Evals	37	37	37
General Comments:			
follow every presentation w/ workshop give success stories not funded by AMIR have annually how to get optimal benefit from BDS experiences include local service provider experience (2) keep participants updated minimize breaks more practical training more sessions on transfer of experience more time for discussion (4) more variety need more attendance from SMEs new issues too many presentations day 1 translate into Arabic			
Suggested speakers:			
from different countries from similar countries regional practitioners			
Suggested topics:			
advanced BDS assessment of BDS improvement stay on cutting edge time management			

Schedule suggestions:					
avoid scheduling before holiday weekend					
SESSION EVALUATIONS					
Session 1: Kent R. Ford					
VALUE CHAIN ANALYSIS: Putting value chain analysis into practice.	Materials	Presenter	Practical Application	Location/Facilities	Overall organization
Poor	0%	0%	3%	0%	0%
↑	8%	3%	5%	0%	0%
	27%	16%	24%	11%	21%
↓	50%	53%	55%	55%	53%
Excellent	15%	29%	13%	34%	26%
Total Evals	26	38	38	38	38
General Comments:					
needed more time (6) someone has to take the lead of applying VCA through trainings more practical examples and applications needed difficult to make work when some hadn't heard plenary presentation; time too short new concept difficult to do in Jordan unless you have experts have more detailed session about VCA (2) excellent concept and highly applicable context not clear					
Session 2: James T. Riordan					
DEMAND: How do we know what clients want and how can we match this?	Materials	Presenter	Practical Application	Location/Facilities	Overall organization
Poor	7%	4%	9%	0%	0%
↑	20%	4%	7%	2%	7%
	23%	17%	27%	4%	15%
↓	47%	41%	45%	48%	43%
Excellent	3%	33%	11%	46%	35%
Total Evals	30	46	44	46	46
General Comments:					
needed more time (6) need more organization and context great discussion, needed more focus would like to have another session					

it is very good to generalize these points
 did not explain anything
 more practical case study results
 ice breaking took too much time
 stimulating discussion and good mix of participants
 better if we had more info

Session 3: Fiona M. Macaulay

SUPPLY: How to offer BDS in a commercial way that will enhance quality, cost-effectiveness, and sustainability

Materials

Presenter

Practical Application

Location/Facilities

Overall organization

Poor	6%	0%	0%	0%	0%
↑	13%	0%	4%	0%	4%
	6%	12%	21%	4%	0%
↓	56%	48%	42%	54%	54%
Excellent	19%	40%	33%	42%	42%
Total Evals	16	25	24	24	24

General Comments:

needed more time (5)
 went perfectly
 hope actions will be put into practice
 worth effort to follow up
 well facilitated

Session 4: James G. Brown

CONSTRAINTS: What are the policies, regulations and other constraints to BDS market development?

Materials

Presenter

Practical Application

Location/Facilities

Overall organization

Poor	0%	0%	0%	0%	0%
↑	0%	0%	7%	0%	0%
	22%	7%	29%	7%	21%
↓	33%	57%	29%	36%	29%
Excellent	44%	36%	36%	57%	50%
Total Evals	9	14	14	14	14

General Comments:

needed more time (3)
 points were very clear
 case studies could help some

Session 5: Jamey Butcher

MEASURING IMPACT: How do we assess the success of the BDS market intervention	Materials	Presenter	Practical Application	Location/Facilities	Overall organization			
Poor	0%	0%	0%	0%	0%			
↑	6%	4%	15%	0%	0%			
	25%	7%	12%	4%	15%			
↓	63%	52%	65%	44%	42%			
Excellent	6%	37%	8%	52%	42%			
Total Evals	16	27	26	27	26			
General Comments:								
needed more time (7) dynamic discussion should hold workshop to discuss impact assessment should give brief into about topic needed more materials good facilitator, engages everyone interesting perspectives								